

Written Deputation

Item 6E – Q1 2026 Tenant Engagement Refresh Update

Toronto Community Housing Tenant Services Committee

Good morning Chair and members of the Committee,

My name is Chad Hamad, and I am speaking regarding Item 6E, the Q1 2026 Tenant Engagement Refresh Update under the Engage Together model.

First, I want to acknowledge the significant work undertaken by staff in implementing this new engagement framework. The scale of coordination across Tenant Circles, Tenant Councils, advisory committees, TCAT sessions, and the LIFT program is substantial and clearly reflects a major organizational transition in tenant engagement.

After reviewing this report, I want to focus on three governance considerations.

First, the report provides strong operational reporting on engagement activity, including attendance levels, participation rates, meeting counts, and implementation milestones. However, there is limited clarity on how tenant engagement translates into measurable outcomes.

Specifically, the report does not clearly demonstrate:

- how tenant input is tracked through to operational or policy decisions
- how recommendations are implemented or closed looped
- or how engagement effectiveness is measured beyond participation metrics

This creates a gap between engagement activity and engagement impact.

Second, while the report references accessibility within engagement structures, there is limited detail on how accessibility outcomes are measured within the system itself.

TCHC's Accessibility Policy commits to identifying and removing barriers and ensuring equitable access to programs and engagement. As engagement systems become more structured, it is important to ensure accessibility is evaluated not only in terms of participation, but also in terms of effectiveness across:

- communication access
- virtual participation

- cognitive, sensory, and mental health accessibility
- and barriers experienced by tenants with both visible and invisible disabilities

Third, the report indicates early-stage implementation risks, including limited LIFT program spending and the need for increased alignment between engagement priorities and operational execution capacity.

This suggests an opportunity to better align engagement structures with the systems required to deliver community-level outcomes in a timely and consistent way.

In closing, I believe Engage Together represents a significant step forward in structuring tenant engagement across Toronto Community Housing. The next stage of development is ensuring that engagement is not only measured through participation and activity, but also through transparency of decision influence, accessibility outcomes, and measurable community impact.

This would strengthen tenant confidence in the engagement system and provide greater visibility into how participation contributes to organizational accountability and community outcomes.

Thank you for your time and consideration.

Chad Hamad

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